

# **DESTINATION 2040: CHOOSING LEXINGTON'S FUTURE**

## **FINAL REPORT**

**Presented January 13, 2009**

**to**

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## Destination 2040 Executive Summary

The importance of having an authentic community vision for Lexington-Fayette County is difficult to overstate. A well-conceived vision has the power to unify, to energize, to amplify, to serve as a collective compass that purposefully guides a community toward consciously chosen ambitions and dreams. Perhaps this significance is best illustrated by observing the difference in the spirit of cooperation and progressive strides achieved by communities that have taken the initiative to develop, implement, and ingrain a shared vision, and those that have not. The contrast can be stark. After a decade of bruising civic battles, many in Lexington-Fayette County came to one key agreement: In order for Lexington to fully realize its great potential, reaching an authentic community vision – perhaps for the first time in a long time - is an imperative.

The steps to this important conclusion began in 2007, when Lexington’s newly elected Mayor and Council agreed to focus their leadership on six major strategies to strengthen the community. One of these “six pillars” called for developing a community vision that possesses a broad base of ownership and commitment, and provides a visual roadmap to address change and progress. Our community undertook “Destination 2040: Choosing Lexington’s Future” to meet that charge. This report details the process, communicates the future vision chosen by the community, and conveys specific strategies to implement and ingrain the vision into community life.

From the beginning, Destination 2040 relied on the premise of using grass-roots citizen involvement to develop and grow the vision “from the inside out”. While the project team studied other communities' visioning processes and creativity and drew from them where applicable, Destination 2040 took the approach that Lexington’s vision should be creatively designed and developed by those with the greatest knowledge of the community and the highest stake in achieving a truly meaningful result – the good people who live here.

As a result, Destination 2040 issued an open invitation and directly engaged 3,000 citizens representing every station of community life to capture their input about Lexington’s future direction. Each participant had the opportunity to state what they value and want to see protected, what areas they see as needing attention for growth and improvement, and specific ideas that will lead Lexington to realize its full potential and result in a bright future.

The Destination 2040 Steering Committee and Work Team then took the leadership in shaping the community's contributions into a broad community vision. These representative groups of individuals provided subject matter expertise, community experience, and a diverse set of backgrounds and viewpoints to strengthen the process. The Steering Committee and Work Team members assisted the project team in shaping the vision from its broadest, most basic expression down to specific detailed strategies and tactics for moving the vision forward.

Destination 2040 applied a root question – **“How will we protect all that we value while continuing to grow as a community?”**-- to four broad aspects designed to cover the entire spectrum of community life: **Human Needs, Physical Growth, Economic Expansion, and Cultural Creativity**. Using the root question to examine each of these aspects in turn effectively focused participants on the future and successfully drew out their collective values, hopes, and dreams of Lexington’s potential.

The crucial Destination 2040 discovery is that this community desires action toward many beneficial changes and improvements to help achieve that potential, but that *all actions undertaken should be pursued in a way that consistently honors and maintains the unique balance of urban and rural life that differentiates Lexington from other mid-sized cities*. Keeping this balance between an increasingly dynamic urban area and a beautiful, productive rural landscape is the key ingredient in Lexington’s community vision.

Destination 2040 described the community vision through a series of statements of varying length, with these expressing the vision in the broadest, most succinct language:

**“Great City Life in a Productive Rural Paradise”**

**“Lexington will be one of the world's great mid-sized cities by striking and sustaining a brilliant balance of dynamic urban living and a matchless rural setting.”**

Additional broad statements contained in this report relate specifically to the four aspects of community life outlined above, and “informing statements” capture major themes or points of emphasis that have emerged. The informing statements speak to the **Rural / Urban Mix, Regional Cooperation; Sustainability; and Community Appeal.**

The main body of this report is devoted to specific areas of emphasis and desired change, and specifies how to address those changes in ways that support the vision. These include 75 Action Approaches for the four Aspects of Community Life, and a series of 15 Momentum Builders: large, cross-cutting ideas that support the essential rural/urban balance and can be undertaken immediately to help generate forward motion for vision implementation.

Finally, the report presents a structure for implementing and ingraining the vision over time. Destination 2040 recommends that these efforts be continued under the auspices of the Blue Grass Community Foundation, with a number of community partners coming together to contribute financial support and other resources, to ensure that the vision will endure and the many ideas that have been developed are consistently pursued. These ongoing efforts will include convening groups of pertinent individuals and agencies around specific targeted initiatives, growing and expanding new community partnerships as appropriate, periodic reporting back to the community regarding vision progress, and rewarding the performance efforts of vision supporters and advocates.

The power of “Destination 2040: Choosing Lexington’s Future” is contained in the strong level of participation, support, and advocacy already generated within the community by the visioning process itself. It truly is an authentic vision “built from the inside out” by the same people who will work to achieve the vision. Its value and authority is derived from the thousands of hours of thoughtful consideration provided by Lexingtonians who are passionate about our community. The enduring vision it communicates is worthy of implementation and support over the years. The year 2040 is closer than we think, and the time to begin is now.

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## Chapter 1 – Vision Project Development

When Mayor Jim Newberry and the members of the Urban County Council took office in January, 2007 they committed to a mutually agreed upon set of major initiatives known as the “Six Pillars Agreement” (see appendix). One of these initiatives was to pursue the development of a broadly shared community vision. Destination 2040 was initiated as the primary means of honoring their joint commitment to work with the people of Lexington-Fayette County to develop a common sense of direction for our community's future. Mayor Newberry and Council Members are committed to take action based on the community's work, and expect the vision to provide guidance for government, business, education, and the charitable sector for many years to come.

From the beginning, Destination 2040 has been based on the premise of using grass-roots citizen involvement to develop and grow the vision “from the inside out”. While the visioning processes and creativity of other communities were studied and drawn from where applicable, the Destination 2040 project team made a key strategic decision: Lexington’s vision should be creatively designed and developed by those with the greatest knowledge of the community and the highest stake in achieving a truly meaningful result – the good people who live here. The project team was also careful to ensure that Destination 2040 centered upon Lexington’s real issues at this point in our history, and to make the task of constructing a vision that encompassed all facets of community life more manageable.

In his inaugural address, Mayor Newberry introduced a four-fold division of community life that resonated with citizens. The project team decided to carry that model forward for use in Destination 2040, and divided the broad sweep of community life into the following four logical, manageable categories, called “Aspects of Community Life”:

1. **Human Needs**
2. **Physical Growth**
3. **Economic Expansion**
4. **Cultural Creativity**

The next task was to capture a sense of what the community should discuss in the visioning process. A legitimate visioning process must address the real, deep issues at this point in Lexington’s history in order to have integrity and be truly sound. To identify what should be discussed, the project team conducted a series of personal interviews with a sampling of 50 community leaders representative of all segments of community life. Responses in these interviews underscored the belief that Lexington is a special place with a unique set of opportunities and challenges, that it had suffered from past divisiveness, and would benefit greatly from a clearer sense of common purpose and a widely shared, widely supported community vision. The greatest success of these interviews was the emergence of a “Root Question” that would become the core of Destination 2040: **“How will we protect all that we value while continuing to grow as a community?”**

With the Root Question and the Four Aspects of Community Life identified, the framework for the visioning process was in place. The project team developed a series of visioning tools based on this framework that were used by all participants. Destination 2040 then proceeded to the civic engagement phase, which is described in detail in Chapter 2.

A broad team was established to carry out the Destination 2040 civic engagement phase. This team consisted of the following members and roles:

Project Team:	Day-to-day leadership by staff
Consultants:	Process design, promotion, surveying, technical assistance
Steering Committee:	Project oversight and advisory for civic engagement process; implementation (15 members)
Community Partners:	Community entities providing meeting opportunities and facilitators
Volunteer Facilitators:	Guiding meetings from a scripted format, encouraging participants to share views and ideas
Work Team:	Shaping community input into meaningful drafts (36 members)

## Chapter 2 – Civic Engagement Process

### Methodology

The civic engagement process consisted of direct community engagement through two rounds of community meetings, online participation, and a telephone survey. This combination of methods produced a great deal of public input that established directions and points of emphasis to be used by the Project Team, the Steering Committee, and the Work Team in developing the vision. The narrative below provides more details about the process.

Prior to launching Destination 2040 in January, 2008, the Mayor promoted the project directly to a variety of community leaders and stakeholder groups and continued to do so at key points as it moved forward. This yielded a high level of citizen involvement. Many leaders agreed to become Community Partners and to provide advocacy and support for the project through their professional and civic associations. They also gave two means of tangible, direct support that were critical to project success. First, they recruited citizen volunteers from their organizations to serve as trained Facilitators for the community meetings. Secondly, they dedicated two “naturally-occurring meetings” – familiar or habitual meeting times and places that were refocused to engage participants in structured, facilitated Destination 2040 community meetings. In addition, some groups arranged special meetings for the sole purpose of participating in Destination 2040. As a result, 140 businesses, universities, neighborhood associations, faith-based groups, schools and other organizations held group meetings, and 102 Volunteer Facilitators were trained to lead the meetings. A wide variety of groups reflective of the total community participated in both rounds, and the project team made special efforts to include frequently omitted groups, such as young people and those with disabilities. A full list of community partners and participating groups is presented in the appendix.

In Round 1 meetings, Facilitators laid out the standard format to be used by all participants, and introduced the Root Question for Destination 2040: “How will we protect all that we value while continuing to grow as a community?” Participants first gave written responses to two introductory questions and “Seven Vital Questions” designed to get them to think broadly about community. After discussion, participants were introduced to the four Aspects of Community Life (Aspects) and the 35 Community Elements (Elements) arranged logically beneath them. (There were an average of nine Elements listed beneath each Aspect.) Participants talked about and voted on the relative importance of these Elements, choosing whether they viewed them as something to “Value and Protect”, or as “Growth Opportunities” for our community. For each broad Aspect, the four Elements that received the greatest emphasis (as indicated by the highest number of combined votes) were noted. These became the basis for the Work Team’s efforts to develop a format to be used by participants in Round 2.

Following Round 1, the Work Team met to shape the format and content for Round 2 meetings. They first reviewed and discussed the collective results received from Round 1 participants. The top four Elements were identified for each of the four Aspects (a total of 16 Elements). The Work Team then broke into four sub-groups—one for each Aspect and its associated top four Elements. Each sub-group developed a series of four to six ideas called “Action Approaches” for each Element, designed to stretch the Round 1 community input into specific ideas for potential future action. Sub-groups then presented the Action Approaches they developed to the entire Work Team for review and discussion. By consensus, the Work Team agreed upon a final slate of Action Approaches for review by the community in Round 2.

In Round 2, meeting participants considered and rated these Action Approaches to determine which seemed to be the most promising to pursue in the future. They also considered a sample listing of ideas that had been generated by Round 1 participants, who had responded to the question “What is your great idea?” These 50 sample ideas were presented verbatim as they were received, and the participants rated them as “bold” and/or “doable”, to determine what types of ideas the community perceived as worthy (or not), achievable (or not), and what the community’s expectations were as to time frame to see different types of ideas come to fruition. The rankings for the Action Approaches and the 50 Ideas were collected, along with Round 2 participants’ written responses to additional questions or any new ideas that were generated.

Simultaneously with Round 2, the Matrix Group conducted a phone survey to gather additional information, and also to validate the results gathered through Rounds 1 and 2 of the public engagement phase. The phone survey is

statistically significant, based on the known demographics of the Lexington community. The Matrix Group conducted one thousand (1,000) completed interviews with Lexington-Fayette County residents by telephone, through intercept interviews and by online invitation (to secure participants under 25). This research provides results at a 95% confidence level with a margin of error plus or minus 3.1 %. The Round 1 and Round 2 results were found to align very closely with the statistically significant phone survey results, confirming the accuracy and validity of the group work that was done.

Following Round 2 and completion of the phone survey, the Work Team, joined by members of the Steering Committee, met to work through the collective input received from the community through the two rounds of meetings, individual on-line responses, and the phone survey. Based on this information the Work Team considered and advanced a series of draft reports, including Vision Statements, Informing Statements, Action Approaches, and Momentum Builders. This encompassed all facets of the vision document from the broadest language down to the specific ideas. The Work Team members and Project Team paid careful attention to drawing out and capturing underlying themes and crosscutting elements as the document evolved. As a final step, the Steering Committee and the base of citizen participants reviewed the final draft vision document to ensure that it was accurate, consistent, and ready to be moved forward for presentation to the community.

## **Results**

The appendix contains a summary report that presents information about each component of community and public engagement assembled into one document. That document follows the key Community Elements that rose to the top during Round 1 community meetings, and makes it possible to track them to their origins in community meetings. The components in the summary report include the following:

- From Round One Community Meetings
  - Top 16 Community Elements: four each from the four Aspects of Community Life
  - Any relevant suggestions from the Seven Vital Questions (open ended) used in each community meeting
- From Round Two Community Meetings
  - Ranked Alternative Action Approaches within each of 16 Community Elements
  - Any relevant results from Great Ideas (open ended) solicited in each community meeting
- From Telephone Survey Results, by Community Element

## **Destination 2040 – By the Numbers**

Preliminary Community Stakeholder Interviews Conducted	50
Total Number of Community Meetings Held	140
Meeting Facilitators Receiving Training	102
Number of Group and Online Participants	2,000
Number of Completed Telephone Surveys	1,000
Total Citizens Engaged	3,000
Steering Committee Members	15
Work Team Members	36
Number of Steering Committee / Work Team Meetings	12
Hours Volunteered by Steering Committee / Work Team	1,250
Hours Volunteered by Meeting Facilitators	735

## Chapter 3 – Vision Statements

### Introduction

This Chapter contains a series of statements that capture the community’s most consistently shared sentiments regarding Lexington’s future. It begins with concise vision statements that use the broadest language, and each section that follows successively narrows the focus and provides an increasing level of specificity and detail.

- I. The “**Vision**” captures the essence of our community’s future in one short, memorable phrase.
  - II. The “**Overarching Vision Statement**” expands that phrase and amplifies its meaning in a complete sentence.
  - III. The “**Value Statements for Four Aspects of Community Life**” tie specific values to the four categories that provide the framework for the detailed recommendations.
  - IV. The “**Informing Statements**” identify deeply held values that cut across all four Aspects and are used to inform the vision and subsequent implementation efforts.
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### **I. Vision**                      *“Great City Life in a Productive Rural Paradise”*

### **II. Overarching Vision Statement**

Lexington will be one of the world's great mid-sized cities by striking and sustaining a brilliant balance of dynamic urban living and a matchless rural setting.

### **III. Value Statements for Four Aspects of Community Life**

#### Human Needs                      *A place where all people can thrive*

Approaching 2040, we will be a friendly, embracing, and diverse community that values the dignity and worth of all persons. Basic necessities of life such as food, water, and housing will be abundant, accessible, and affordable. People will be known as healthy, hardworking, motivated, and neighborly. Each individual will find ample educational opportunity and be encouraged to thrive in a fulfilling role that is personally rewarding and makes a productive contribution to the well-being and advancement of the community

#### Physical Growth                      *Always in balance*

Approaching 2040, we will be a beautiful, clean, safe, and prosperous community. We will protect and promote the signature rural landscape and associated agricultural industry, continue the momentum to bring about a truly vibrant downtown, and ensure that all urban and suburban neighborhoods flourish. Acknowledging that the future will bring growth in population and needed public facilities, we will use proactive, cooperative regional planning to address change positively while appropriately balancing the community’s needs.



### **Economic Expansion**

*A fertile field of new opportunity*

Approaching 2040, we will be a place of great economic opportunity where unified, progressive community leadership capitalizes upon our heritage as a center of higher education, health care, agri-business, services, and technology. A climate of widespread economic prosperity will be generated through initiatives aimed at entrepreneurial inventiveness; research, development, and expansion into new markets; a competent, motivated, well-paid workforce; support for new and existing business ventures; and strategies to strengthen economic resilience through future change.

### **Cultural Creativity**

*Exploring artistic expression in all things*

Approaching 2040, we will sustain a lively, diverse, exciting cultural scene for residents and visitors alike. Affordable opportunities abound for Lexingtonians to take part in our community's expressive life as students, participants and audience members. Our commitment to celebrating the community through arts and cultural programming, sustained support for artists and arts groups, interest in emerging art forms, and investment in promoting the signature equine brand work together to make our community a noted destination for cultural and arts tourism.

## **IV. Informing Statements (Specific Direction Based on Community Input, to Inform the Vision)**

### **Rural / Urban Mix**

We will continue to place a high value on how close our rural and urban areas are to each other, and on how quickly we can move from one to the other. The unusual closeness between the city and the adjacent countryside, commonly referred to as the “rural / urban mix,” helps make Lexington truly unique, and requires vigorous protection for that delicate co-existence of urban and agricultural land use.

### **Region**

We will strengthen our bonds with neighboring communities, seeking ways our individual strengths, assets, and advantages can be joined to forge a stronger regional partnership and more powerful economic alliance. Regional relationships built on mutual trust and respect will value the unique character, identity, and leadership of each individual community, and be marked by a willingness to share new and existing resources to develop the future of the region.

### **Sustainability**

We will lead in sustainability through our use of practical, environment-friendly practices and emerging technologies to bring about a safer, more resilient community. We value initiatives that improve energy efficiency through reduced energy consumption and develop responsible energy sources for transportation and built infrastructure; increase the available supply of locally-produced food and energy; sustain quality and self-sufficiency in our water supply, and build the community’s capacity to be adaptable and flexible in response to future change.

### **Community Appeal**

We will be a community with a consistently magnetic quality of life that attracts and holds creative and talented persons of all ages. We value educational, employment, entrepreneurial, housing, and cultural initiatives that generate an appealing mixture of both workplace opportunity and exciting cultural life, so that many such people, especially young people, will choose Lexington as the place to live, work, and raise families.

## Chapter 4 – Vision Strategies and Tactics

### I. Action Approaches for Four Aspects of Community Life

#### Introduction

What follows are specific **ideas** to pursue, **actions** that will advance the community in the areas most commonly emphasized by Destination 2040 participants. They are organized around the four Aspects of Community Life, and intended to move the community forward in a consciously chosen direction. However, these ideas and actions are merely the mechanics by which we will focus upon the most valuable assets of the community – **our people**.

Pursuing these ideas will challenge us to form stronger relationships and inspire greater community spirit. That is the driving motivation behind all of the strategies and tactics that follow.

Never let it be forgotten that the greatest potential accomplishment of this vision is to unify our people with a sense of purpose, hope, and mutual supportiveness.

## **Aspect 1 - HUMAN NEEDS**

***The Value Statement for Human Needs calls for Lexington to be a friendly, embracing, and diverse community where all people can thrive.***

**Definition** The Human Needs aspect includes community elements with a primary impact upon meeting essential human needs, and maintaining ongoing viability of human habitation. The elements listed here are those that must be present, or people will move elsewhere.

**Community Elements** (top 4 elements are highlighted)

**Safe, Adequate, Affordable Housing**

**Educational Opportunity**

**Medical Services / Health Care**

**Essential Resources**

Governmental Services – Citizen Safety & Welfare

Adequate Nutrition

Adequate Treated Water Supply

Spiritual Life of Community / Religious Expression

**Action Approaches for Top 4 Community Elements**

### **1: Safe Adequate Affordable Housing Across the Continuum of Need**

***Good shelter gives people a sense of place and belonging.***

**A. Take action, through ongoing practices and policies, to ensure that a healthy mixture of housing stock remains available and reasonably affordable so that, as the community grows, homeowners and renters of all income levels have the opportunity to obtain good housing and live within this community.**

*Suggested Initiators: LFUCG, LBAR, Housing Authority, Urban League, BUILD, Habitat for Humanity*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Supports community sustainability, economic development, quality of life*

**B. Extend to other areas of the community the Land Trust model for affordable housing being implemented for the Newtown Pike Extension project.**

*Suggested Initiators: LFUCG, Private developers, Housing Authority, BUILD, LBAR*

*Time Frame to Complete: 1-32 years*

*Synergies Realized: Supports community sustainability, economic development, quality of life, infill and redevelopment*

**C. Increase LFUCG staff as needed to more fully enforce the minimum standard housing code so that we move our housing stock toward 100% compliance. Consider raising fines to underwrite additional enforcement.**

*Suggested Initiators: LFUCG action*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Quality of life, sustainability*

### **2: Educational Opportunity**

***Education is critical for an individual to succeed and a community to progress.***

**A. Develop alternative sources of additional funding to support Pre-K - 12 public education in its mission of preparing youth for either the workforce or post secondary education.**

*Suggested Initiators: FCPS, UK, philanthropic organizations, educational non-profits*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Community appeal, economic development, workforce training and education, cultural life, entrepreneurship and innovation, stable employment and adequate wages*

**B. Support full implementation of the University of Kentucky Top 20 Public Research University Mission.**

*Suggested Initiators: UK is community driver, other major community segments to support*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Community appeal, economic development, workforce training and education, cultural life, entrepreneurship and innovation, stable employment and adequate wages, regional cooperation, sustainability*

**C. Support full implementation of the Fayette County Public Schools 2020 Vision plan.**

*Suggested Initiators: FCPS is community driver, other major community segments to support*

*Time Frame to Complete: 1-15 years*

*Synergies Realized: Community appeal, economic development, workforce training and education, cultural life, entrepreneurship and innovation, stable employment and adequate wages*

**D. Enhance / develop incentive programs and other forms of support to ensure that finances are not a barrier for persons seeking postsecondary education.**

*Suggested Initiators: All postsecondary institutions, federal, state, and local government, FCPS,*

*Time Frame to Complete: 1-15 years; ongoing*

*Synergies Realized: Workforce training and education, stable employment and adequate wages*

**3: Medical Services / Health Care**

*Good health contributes to one's well-being in many ways.*

**A. Make a tangible community commitment to healthy living and wellness through diet, exercise, and prevention. Through the use of educational and motivational initiatives, mount creative campaigns to encourage and support family, friends, children, and co-workers toward improved health and wellness.**

*Suggested Initiators: Large workplaces, health care professional associations, health care educational institutions, Cooperative Extension Service, LFUCG Parks & Recreation, YMCA, Health Department, etc.*

*Time Frame to Complete: 1-5 years; ongoing*

*Synergies Realized: Numerous*

**B. Make affordable basic preventive health care accessible to all residents, especially children.**

*Suggested Initiators: Social Service agencies, federal, state and local government, medical care practitioners and facilities / UK, Health Department, etc.*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Numerous*

**C. Make Lexington a national leader in adopting a secure electronic medical records system, to foster coordination of patient care across health care organizations, with an emphasis on prevention**

*Suggested Initiators: Health care industry professionals, regulatory agencies*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Quality of life, entrepreneurship and innovation*

#### 4: Essential Resources

*A community's strength is measured by how it meets the most basic needs of all its residents.*

- A. Support full implementation of the LFUCG's 2008 Social Services Needs Assessment, in conjunction with the recommendations of the 2008 United Way Strategic Plan. These publicly-developed documents provide comprehensive implementation strategies to meet the current and future health and human service needs of the community.**

*Suggested Initiators: LFUCG, United Way, social services organizations, community partners.*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Quality of life, numerous others*

- B. Develop, market, and financially support a comprehensive real time web-based directory of human health and services. Build on the 2-1-1 system.**

*Suggested Initiators: United Way, LFUCG, health and human services organizations*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Regional cooperation, citizen safety and welfare, numerous others*

- C. Ensure that an adequate supply of fresh, locally grown food capable of sustaining the community is readily available throughout the marketplace. As part of this approach, provide for a year-round Farmers Market in a permanent, accessible structure with full utilities, and work toward creating a network of school and community gardens.**

*Suggested Initiators: Farmers Market, Cooperative Extension Service, UK, neighborhood associations, LFUCG*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Sustainability, entrepreneurship and innovation, community appeal*

- D. Make Lexington a leader in improving air quality by reducing greenhouse gases and employing sustainable choices in housing, transportation, energy, and other community activities. As part of this approach, ensure that LFUCG, LexTran, and other public sector entities continue to invest in energy efficient vehicles.**

*Suggested Initiators: LFUCG, LexTran, etc*

*Time Frame to Complete: 6-15 years*

*Synergies Realized: Sustainability, community appeal, entrepreneurship and innovation*

- E. Continue to reduce transportation barriers for low income / disabled residents to access services and reach places of employment.**

*Suggested Initiators: LFUCG, LexTran, social service organizations*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Educational opportunity, citizen safety and welfare, stable employment*

- F. Ensure that all residents have access to the digital world, as technology becomes an increasingly critical link to the community, the economy, and the world beyond. People must remain connected to important basic living systems, as access to these systems becomes more and more dependent on the use of technology.**

*Suggested Initiators: LFUCG, internet / communications franchises, social service organizations*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Education, citizen safety and welfare, stable employment, quality of life*

## **Aspect 2 - PHYSICAL GROWTH**

***The Value Statement for Physical Growth calls for Lexington being always in balance; and whether rural, urban, or suburban, being a beautiful, clean, safe, and prosperous place for all people.***

**Definition**      The Physical Growth aspect includes community elements with a primary impact on the city's existing physical capacities for housing, commerce, and public life within the defined geographic boundaries.

**Community Elements** *(top 4 elements are highlighted)*

**Transportation Alternatives / Monorail**  
**Public Facilities such as Parks, Schools**  
**Land Use Decisions**  
**Infrastructure - Roads / Utilities**

Population Growth  
Infill and Redevelopment  
Planned Urban Growth Areas  
Green Building - Sustainability  
Preservation of Natural and Built Environments

**Action Approaches for Top 4 Community Elements**

### **1: Transportation Alternatives / Monorail**

***Viable transportation alternatives enhance a community's livability.***

- A.      **Further develop park and ride.**  
*Suggested Initiators: LexTran, LFUCG, businesses / churches / others with large parking areas*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Employment, education, tourism, arts & entertainment*
- B.      **Continue toward development of light rail/ monorail.**  
*Suggested Initiators: LFUCG, UK, CLX, railroads, investors, regional partners, federal and state governments*  
*Time Frame to Complete: 16-30 years*  
*Synergies Realized: Numerous*
- C.      **Investigate / expand existing public transportation services to regional communities.**  
*Suggested Initiators: Regional communities, LexTran, park and ride locations , employers, federal and state governments*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Regional cooperation, employment, education, tourism, arts & entertainment*
- D.      **Enter regional transportation agreements with Versailles / Woodford Co. and Winchester / Clark County to effect road improvements and scenic protection along the US 60 corridor.**  
*Suggested Initiators: All listed above plus LFUCG, State DOT, property owners with frontage*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Regional cooperation, land use, infrastructure, rural / urban mix*
- E.      **Complete major regional transportation connections such as the I-75 to US 27 connector project and Bluegrass Parkway to I64 connector.**  
*Suggested Initiators: State government and regional partners*  
*Time Frame to Complete: 6-15 years*  
*Synergies Realized: Economic development, regional cooperation, tourism,*

- F. **Pursue development of community transportation methods that rely on alternative fuels.**  
*Suggested Initiators: LFUCG, state, federal, and UK.*  
*Time Frame to Complete: 6-15 years*  
*Synergies Realized: Sustainability, economic development, entrepreneurship and innovation*
- G. **Investigate and implement High Occupancy Vehicle (HOV) lanes on the major arterials.**  
*Suggested Initiators: State DOT, LFUCG*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Quality of life, sustainability, infrastructure*
- H. **Complete and fully fund the bike trail system master plan, including both on- and off-road trails. Revise planning regulations to implement the “complete streets” concept, so that roadways serve pedestrians, cyclists, and public transportation as well as automobiles.**  
*Suggested Initiators: LFUCG, State, Developers*  
*Time Frame to Complete: 1-5 years, ongoing*  
*Synergies Realized: Quality of Life; sustainability, health, infrastructure, community appeal*
- I. **Work with the state legislature to create one or more funding mechanisms - such as a local sales tax option to provide funding for needed local infrastructure projects through local voter referendums – that LFUCG and/or surrounding counties can use to fund major regional transportation project and infrastructure needs. Use those funds and others to create a dedicated funding stream for transportation improvements in LFUCG**  
*Suggested Initiators: State Legislature, LFUCG, Regional Partners*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized :Quality of life, infrastructure, regional cooperation, tourism*

## 2: **Public Facility Capacity (Parks, Schools, Water Body, etc)**

*People have a higher quality of life when good public facilities are available for their use and enjoyment.*

- A. **Plan ahead for predictable public infrastructure/ facilities (including street routes, sewer and utility routes, parks, and school sites) that will be needed to accommodate higher population and dwelling unit density, particularly in infill and redevelopment areas.**  
*Suggested Initiators: LFUCG, utility companies, FCPS, developers*  
*Time Frame to Complete: 1-32 years*  
*Synergies Realized: Quality of life, education, infrastructure, infill and redevelopment, sustainability*
- B. **Dedicate a new public revenue stream for parks and trails to better equip and maintain the current parks system and complete tangible trail linkages.**  
*Suggested Initiators: LFUCG, Biking groups, Private sector*  
*Time Frame to Complete: 6-15 years*  
*Synergies Realized: Infrastructure, quality of life, community appeal, tourism, health*
- C. **Build an amphitheater large enough to accommodate major community events.**  
*Suggested Initiators: Public / Private Partners*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Tourism, diverse cultural events, performing arts facilities, community appeal*
- D. **Construct a new major civic arena.**  
*Suggested Initiators: UK, Lexington Center Corp, LFUCG, private investors*  
*Time Frame to Complete: 1-15 years*  
*Synergies Realized: Economic development, tourism, performing arts facilities, community appeal*

**E. Investigate and implement a park at the brownfield on Old Frankfort Pike.**

*Suggested Initiators: LFUCG, Private Partners*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Sustainability, infill and redevelopment, land use*

**3: Land Use Decisions**

*Wise land use decisions will help maintain the urban / rural balance that the community treasures.*

**A. Establish a permanent group of all stakeholders, local and regional, for long term planning of urban areas and rural preservation, in order to limit conflict.**

*Suggested Initiators: LFUCG, regional partners, PDR, state government, PACE, KEEP, KTA, Fayette Alliance*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Regional cooperation, agricultural industry, tourism, economic development*

**B. Revise local planning regulations and building codes to promote or require an ever increasing level of energy efficiency and sustainability in developments and buildings.**

*Suggested Initiators: LFUCG, state government, developers*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Sustainability, air / water quality, community appeal, affordable housing*

**C. Conduct a total review of zoning ordinances and subdivision regulations to promote “context sensitive development” - development or redevelopment consistent or compatible with existing structures.**

*Suggested Initiators: LFUCG, developers, neighborhoods,*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Infill and redevelopment*

**D. Move toward using less land for housing by developing denser, smaller, more vertical residential housing.**

*Suggested Initiators: LFUCG, developers, LBAR,*

*Time Frame to Complete: 1-32 years*

*Synergies Realized: Infrastructure, transportation, sustainability, infill and redevelopment*

**E. Devise a more open and creative planning system for high activity areas of town that is based on clearly stated community goals for a defined area and a broad mixture of permissible development options, rather than the current restrictive system of parcel-by-parcel zoning.**

*Suggested Initiators: LFUCG, developers, neighborhoods,*

*Time Frame to Complete: 1-5 years; ongoing*

*Synergies Realized: Infill and redevelopment, economic development, entrepreneurship and innovation, community appeal*

**F. Join Fayette with Scott, Clark, Woodford, Bourbon, Jessamine, and Madison planning commissions to create a unified regional growth plan. Perform a transportation and land use regional study that realistically reviews the relationships between land use and transportation in each of the counties, considering the level of land use planning in each county. Examine opportunities to work cooperatively in transportation planning, population growth, land development and employment centers to determine models for regional decision making.**

*Suggested Initiators: LFUCG, regional partners & agencies, stakeholder groups,*

*Time Frame to Complete 1-32 years, ongoing*

*Synergies Realized: Numerous*



#### 4: Infrastructure (Roads / Utilities)

*Maintaining infrastructure and planning well for future needs will avoid long-term problems and costs.*

- A. **Revise and / or utilize LFUCG engineering standards to provide for creativity and flexibility by developers and engineers as they design infrastructure systems. Allow for implementation of creative infrastructure solutions that can be demonstrated to meet required needs.**

*Suggested Initiators: LFUCG, developers, engineers, UK*

*Time Frame to Complete: 1-32 years*

*Synergies Realized: Land use, innovation, sustainability,*

- B. **Promote underground utilities.**

*Suggested Initiators: LFUCG, utility companies, developers, neighborhoods*

*Time Frame to Complete: 1-32 years*

*Synergies Realized: Sustainability, community appeal, infill and redevelopment*

- C. **Develop regulations for public facilities requiring that all public infrastructure be adequately maintained once built or repaired; and that calculations are made prior to development to assure public infrastructure capacity is or will be available to accommodate higher population and dwelling unit capacity**

*Suggested Initiators: LFUCG, developers, engineers,*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Numerous*

- D. **Implement a comprehensive system to pre-identify and coordinate construction by all utility providers when major infrastructure projects are undertaken, to minimize inconvenience to the public. For example, in conjunction with major upcoming Consent Decree sewer construction projects, work with other public utilities to identify and schedule other needed public utility / infrastructure work and complete it while the area is disturbed.**

*Suggested Initiators: LFUCG, utility companies, state government, neighborhoods,*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Quality of life, transportation, sustainability,*

- E. **Provide more comprehensive infrastructure planning scenarios that include short range, intermediate range, and longer range plans, including implementation schedules and projected funding sources.**

*Suggested Initiators: LFUCG, developers, engineers, planners*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Land use, infill and redevelopment, economic development, transportation*

### Aspect 3 – ECONOMIC EXPANSION

*The Value Statement for Economic Expansion describes Lexington as a fertile field of opportunity, where taking advantage of key strengths and exploring creative new endeavors will benefit all its people.*

**Definition** The Economic Expansion aspect includes community elements with a primary impact of protecting or creating opportunities for commerce and employment, and producing and keeping a well-educated / well-paid work force.

*Community Elements (top 4 elements are highlighted)*

New or Existing Business Expansion  
Stable Employment / Adequate Wages  
Agricultural Industry  
Workforce Training and Education  
Stabilization of Government Revenues

Regional Cooperation  
Institutions of Higher Education as Economic Engines  
Business Recruitment Strategies / Methods  
Entrepreneurship and Innovative Partnerships / Programs  
Generation of New Markets or Products

*Action Approaches for Top 4 Community Elements*

#### **1: Stable Employment / Adequate Wages**

*Good jobs that are widely available strengthen households and boost a community's confidence*

**A. Further enhance business, government, and non-profit job expansion efforts toward both high-wage skills-based workplaces (examples: technical, manufacturing, service) and high-income knowledge-based workplaces (examples: professional, technological, scientific, engineering). Identify specific target employers such as pharmaceutical, bio-life engineering, equine and agri-business.**

*Suggested Initiators: CLX, KAED, BGADD, LFUCG, KFB, KTA, UK*

*Time Frame to Complete: 1-5 years; ongoing*

*Synergies Realized: Education, workforce training, community appeal, regional cooperation*

**B. Expand opportunities for workers to receive training and become more highly skilled, to promote their upward mobility in the work force.**

*Suggested Initiators: State Economic Development Cabinet, public and private employers*

*Time Frame to Complete: 1-5 years; ongoing*

*Synergies Realized: Education, workforce training, community appeal*

**C. Attract people who will build and sustain both skilled trades and white collar businesses by ensuring the presence of a strong, active cultural arts scene.**

*Suggested Initiators: LFUCG, CLX, state, local arts community, developers, LexArts*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Community appeal, cultural life*

**D. Develop permanent school-based staff positions dedicated to linking students (from preschool to college levels) with both skilled trades and knowledge-based companies. Examples of linking approaches include job shadowing and mentoring. Offer scholarships for these students to continue their educations at local or regional post-secondary educational institutions**

*Suggested Initiators: EBCE Program –FCPS, guidance counselors, tech schools, CLX, businesses*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Education, community appeal, workforce training*

## 2: New & Existing Business Expansion

*Expanding businesses lead to flourishing communities.*

- A. **Revamp the existing tax structure to encourage business development and ensure more local control over tax revenues. Review available revenue streams and seek to implement a more progressive and effective system of taxation.**  
*Suggested Initiators: State enabling legislation needed, CLX, LFUCG*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Entrepreneurship, innovation, community appeal*
- B. **Recognize and expand UK's research and development as the primary driver for business and job expansion in the community**  
*Suggested Initiators: UK, LFUCG, CLX*  
*Time Frame to Complete: 1-5 years, ongoing*  
*Synergies Realized: Education, workforce development, stable employment, adequate wages, community appeal,*
- C. **Continue to streamline and improve all means of assistance geared toward growing business and jobs.**  
*Suggested Initiators: State & local government, private sector, CLX, LFUCG, UK*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Education, entrepreneurship, agri-business*
- D. **Continue to concentrate efforts on connecting new and existing businesses to the financial resources (capital) and business relationships (networks) needed for success.**  
*Suggested Initiators: LFUCG, UK, CLX*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Entrepreneurship, innovation*
- E. **Work with the business community, organized labor, and state government to support agreed-upon legislative changes that would allow employers and workplaces to offer employment opportunity to all qualified workers regardless of organized labor membership.**  
*Suggested Initiators: CLX, Central KY Labor Council*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Business recruitment, business expansion, workforce training*
- F. **Pursue Quality of Life enhancements targeted to appeal to creative and talented persons of all ages.**  
*Suggested Initiators: LFUCG, CLX, colleges, LexArts*  
*Time Frame to Complete: 1-5 years, ongoing*  
*Synergies Realized: Community appeal, stable employment, adequate wages, diverse cultural offerings*
- G. **Provide tax and other incentives related to venture and start-up capital, to support efforts to grow existing businesses and create new ones.**  
*Suggested Initiators: State and federal government, CLX*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Business recruitment, entrepreneurship, new markets or products, community appeal*

### 3: Agricultural Industry

*More than just beautiful farms, the agricultural industry brings great economic reward to the community.*

- A. **Protect and build upon the region's signature equine industry and other aspects of agriculture such as animal research and health, field crops, produce, and other livestock.**  
*Suggested Initiators: UK, KTA, KFB, CLX, equine cluster and other agricultural businesses*  
*Time Frame to Complete: 1-32 years*  
*Synergies Realized: Community brand, education, economic development, community appeal*
- B. **Coordinate the cluster of equine-related entities into a more identifiable economic development entity. (All related services, farms, etc – see model contained in LFUCG Equine Task Force Report).**  
*Suggested Initiators: KY Thoroughbred Assn, KFB, Farm Owners, KEEP, CLX, LFUCG*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Community brand, education, economic development, cultural identity*
- C. **Work with agri-business entities, financial consultants, and state and local government to create and maintain a competitive tax structure for the agricultural industry.**  
*Suggested Initiators: KY Thoroughbred Assn, KFB, State Legislature, CLX, LFUCG*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Economic development, community brand, rural / urban mix*
- D. **Connect with non-resident horse farm owners and encourage them to do business in Lexington.**  
*Suggested Initiators: Farm Owners, Mayor, CLX, KY Thoroughbred Assn, KFB*  
*Time Frame to Complete: 1-5 years, ongoing*  
*Synergies Realized: Economic development, community brand, rural / urban mix*
- E. **Generate / create a larger, sustainable agri-business workforce pool.**  
*Suggested Initiators: LFUCG, Farm Owners, KFB, State Legislature*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Stable employment, adequate wages, education, community brand, economic development, workforce training*

### 4: Workforce Training & Education

*Strong educational institutions and opportunities attract and retain productive residents.*

- A. **Set and reach a goal for Fayette County Public Schools to be ranked in the top tier of public school systems nationally.**  
*Suggested Initiators: FCPS, private sector, LFUCG*  
*Time Frame to Complete: 1-15 years*  
*Synergies Realized: Numerous*
- B. **Offer a number of free 2-4 year scholarships to attend local or regional post-secondary / technical schools for deserving local students who commit to complete their educations here.**  
*Suggested Initiators: FCPS, private sector, colleges / technical schools*  
*Time Frame to Complete: 1-5 years*  
*Synergies Realized: Education, community appeal*
- C. **Build a rich package of incentives to attract the best Preschool-12th Grade teachers in the nation; include financial incentives for excellent teaching, and many community benefits.**  
*Suggested Initiators: FCPS, State DOE, KEA, Legislature*  
*Time Frame to Complete: 1-5 years*

*Synergies Realized: Education, community appeal*

- D. Expand financial incentives to businesses that provide opportunities to their workers to receive training and become more highly skilled, to promote their upward mobility through the work force.**

*Suggested Initiators: State Workforce Development Cabinet*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Education, community appeal,*

- E. Publicly honor "Hometown Heroes" for their work, civic involvement, mentoring, and other contributions to improving community life.**

*Suggested Initiators: Local Media, LFUCG, FCPS, UK,*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Education, community appeal*

- F. Work with K-12 educators to incorporate evidence-based education on the energy cycle and energy efficiency as relates to environmental stewardship and protection.**

*Suggested Initiators: FCPS, colleges, LFUCG*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Education, sustainability, transportation, land use,*

## **Aspect 4 – CULTURAL CREATIVITY**

***The Value Statement for Cultural Creativity calls for artistic expression in all aspects of community life, with an increased commitment to an exciting, diverse cultural life for people to participate in and enjoy.***

**Definition** The Cultural Creativity aspect includes community elements with a primary impact of defining who we are and how we are known as a people and a community, providing a rich environment for arts and entertainment, promotion of tourism, and community branding.

**Community Elements** (top 4 elements are highlighted)

<b><u>Develop an Arts &amp; Entertainment District</u></b>	Control and Use of Community Brand
<b><u>Attraction of Tourism</u></b>	Cultural / Heritage Facilities
<b><u>Diverse Cultural Offerings / Events</u></b>	Public Art
<b><u>Performing Arts Facilities</u></b>	Arts Education / Access to Training & Equipment

### ***Action Approaches for Top 4 Community Elements***

#### **1: Develop an Arts & Entertainment District**

***Cultural vibrations energize people and reverberate throughout the community.***

**A. Broaden the focus of the LFUCG Office of Economic Development to include creative industry and arts development (a one-stop shop that coordinates economic development for the arts, such as incentives for renovation of buildings, loan guarantee programs, and assistance to entrepreneurs seeking to start arts-oriented facilities).**

*Suggested Initiators: Mayor, Council, CLX, LexArts*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Economic development, quality of life; tourism, education, stable employment, community appeal*

**B. Promote increased arts and entertainment establishments in small business / retail districts that already exist (such as Romany Road, or the triangle at Maxwell and High Streets, Woodland Park) or are being formed like Manchester / Distillery District. Use a model of “satellite areas” in our small contiguous downtown.**

*Suggested Initiators: LFUCG, LexArts, developers, neighborhoods*

*Time Frame to Complete: 1-15 years*

*Synergies Realized: Economic development, tourism, community appeal*

#### **2: Attraction of Tourism**

***Hospitable communities with cultural appeal attract many visitors who return often, as friends.***

**A. Ensure that a downtown trolley circulator will facilitate movement between cultural entertainment districts and other evening-oriented establishments, with the appropriate frequencies and times (late night / weekends) needed to be effective.**

*Suggested Initiators: LexTran*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Economic development, tourism*

**B. Develop an attractive regional wayfinding signage system that efficiently directs visitors / tourists to cultural destinations and activities.**

*Suggested Initiators: KY DOT, Federal Highway Administration, LFUCG, Members of Congress (Hal Rogers, Ben Chandler), Greater Lexington CVB*

*Time Frame to Complete: 1-15 years*

*Synergies Realized: Economic development, quality of life*

**C. Build on the successful community brands (bourbon, horses, landscape) to include other forms of arts and cultural attractions such as Concours d' Elegance event, new public art, culinary arts, and other art forms.**

*Suggested Initiators: Greater Lexington CVB, LexArts, LFUCG, private developers, Fayette Alliance, KY Tourism Cabinet, KY Arts Council*

*Time Frame to Complete: 1-15 years*

*Synergies Realized: Economic development, education, community appeal*

**3: Diverse Cultural Offerings and Events**

*A wide variety of cultural events will broaden individual interests and a community's overall appeal.*

**A. Make music and arts experiential education available and accessible to all children, perhaps a mandatory element of school requirements (as for other required subjects).**

*Suggested Initiators: KY DOE, FCPS, LexArts, KY Arts Education, Arts KY*

*Time Frame to Complete: 6-15 years*

*Synergies Realized: Education, workforce development, stable employment*

**B. Pursue major advances in the private and public funding sources that are needed to more consistently and adequately support a growing arts / cultural climate, to help elevate the community to a higher, more competitive level.**

*Suggested Initiators: CLX, LexArts, LFUCG, KY Chamber of Commerce.*

*Time Frame to Complete: 1-5 years, ongoing*

*Synergies Realized: Economic development, community appeal, stable employment*

**C. Establish a film commission to promote Lexington – Fayette County and the Bluegrass region to the movie industry.**

*Suggested Initiators: CLX, LexArts, Local Filmmakers, Central KY Film Center*

*Time Frame to Complete 1-5 years:*

*Synergies Realized: Economic development, tourism, community brand, community appeal*

**4: Performing Arts Facilities**

*Art performances enrich the lives of performer and audience, alike.*

**A. Provide the opportunity for more outdoor performances by making greater, more frequent use of city and neighborhood parks.**

*Suggested Initiators: Private developers, LFUCG; LexArts; colleges*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Economic development, public facilities, diverse cultural offerings,*

**B. Provide for a public 2500 – 3500 seat performing arts center, to help keep ticket prices affordable when attracting higher caliber acts. Do not limit discussion to downtown; include small and medium halls.**

*Suggested Initiators: Lexington Center, LexArts, colleges, private developers*

*Time Frame to Complete: 6-15 years*

*Synergies Realized: Economic development, tourism, quality of life, region, community appeal*

**C. Change/ adapt the mandate / philosophy of Opera House to develop programming like the Norton Center or the Kentucky Center – pursue music, dance, chamber opera, and other art forms.**

*Suggested Initiators: Lexington Center, LexArts, KY Arts Council, colleges*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Economic development, quality of life, employment, community appeal*

**D. Develop a centralized community arts and cultural web site to promote cultural happenings in a comprehensive way, to allow for greater ease of purchasing tickets to various arts and performance venues, and promote discounts for students / young people. Be aggressive with audience development.**

*Suggested Initiators: Downtown Arts Center Box Office to host*

*Time Frame to Complete: 1-5 years*

*Synergies Realized: Economic development, education, tourism, diverse cultural offerings*



## **II. Momentum Builders / Accelerator Ideas**

### **Introduction**

The following 15 large-scale ideas should receive immediate attention because they have the potential to put the community vision into forward motion and build needed momentum. These ideas have in common their ability to have an impact upon all four Aspects of Community Life. The 15 ideas range from short- to long-term with regard to implementation. Some should be able to be accomplished rather quickly. Others will make key, measurable initial strides toward a more complicated objective. All of them have the capacity to generate momentum by building important relationships, addressing key community needs that resonated in the visioning process, and hopefully resulting in some early victories.

This is not an exhaustive list, but rather an agreed-upon slate of ideas that make a lot of sense to get started on in support of the community vision. A community will hopefully never be out of good ideas to add to its agenda, and certainly more ideas like these will follow. But these ideas give us a solid group of opportunities to pursue at the outset.

Each idea is written to serve as a starting point for action. Each idea will need to have the appropriate group convened around it to fully think it through and flesh out specific actions and timetables. These starting points have been reviewed by many of the interested stakeholders and are believed to have a strong degree of initial soundness, but are certainly subject to revision as they move forward.

The ideas have been grouped into the following five categories, according to their main focus:

### **Region**

- 1. Work the “Golden Triangle; Establish the “Bluegrass Diamond”**
- 2. Regionally Planned Future Growth**
- 3. Regional Transportation Connections of the Future**

### **People**

- 4. Network of Civic Engagement**
- 5. Comprehensive Health and Human Services Directory**
- 6. Visible Pathway from Education to Workplace Opportunities**

### **Place**

- 7. Becoming More Proactive About Planning**
- 8. A Consistently Clean Community**
- 9. Use Urban Land Efficiently through Infill and Redevelopment**

### **Systems**

- 10. Civic Project Management**
- 11. Local Public Transportation Improvements**
- 12. Unity, Support, and Follow-Through for Strong Vision Components Already Completed**

### **Community Development**

- 13. Animal Health Corridor / U.K. Research & Development Center**
- 14. Mid-Sized City Development Institute**
- 15. Arts and Cultural Production Zone**

## **1. Work the “Golden Triangle”; Establish the “Bluegrass Diamond” (Region)**

### **Area of Opportunity**

Lexington needs to understand clearly that it is in economic competition on a global scale. Our unique signature brand is a treasured asset to be protected not only for the sake of natural beauty, but as an economic development tool. To reach our full potential, we need to bring about a closer working relationship with Lexington’s immediate neighbors, who share the stewardship of the natural landscape, and we need to work with our larger metropolitan partners to the north and west. Lexington must strive to be a great partner on both levels, to ensure future stability and prosperity.

### **Description / Background**

For decades Lexington has been linked to Louisville and Northern Kentucky as a member of the “Golden Triangle”, a recognized economic identifier for a geographic region of the state. That linkage did not occur due to purposeful cooperation and committed partnerships between the cities over the decades. In fact the cities are often in direct competition with each other. Instead, the label applied to this collection of large population centers stems from relatively high levels of economic development investment and flow of tax dollars compared with other parts of the state. The Golden Triangle label does have some validity, but with purposeful planning it could be used to a far greater advantage. With a combined Metropolitan Statistical Area (MSA) population of 3.8 million and gross metropolitan product (GMP) of \$175.6 billion, this regional partnership could compete as a significant player in the global economy

Zooming in a bit, Lexington is surrounded geographically by several other small to medium size cities in a pattern that could be described as a diamond shape. (See attached map.) Lexington is at the hub and the neighboring communities are somewhat equidistant from Lexington, radiating out in all directions. These communities include Versailles, Frankfort, Georgetown, Paris, Winchester, Richmond, and Nicholasville. All lie in counties that abut Fayette County, and the collective region is commonly referred to as the Bluegrass. The Lexington MSA share of the above numbers is a population of 447,173 and a GMP of \$22.2 billion – about 12% of each (this does not include Richmond, which is in a different MSA).

The best scale example of purposeful regional cooperation in the state (perhaps in this part of the US) is the region that has become known as Northern Kentucky. This conglomeration of cities and counties chose to work together to survive economically and has succeeded in reversing many negative trends and attracting a great deal of shared economic development. This success grew out of purposeful cooperation and committed partnerships. Elected officials and city / county administrators have chosen to further their own jurisdictions by giving local resources and sustained effort to high-priority regional goals that help the entire area, including their own communities.

The long-term viability of the Bluegrass region is becoming increasingly dependent on all our towns and cities working cooperatively as committed partners rather than as competitors. Further, the truly unique and viable community brand is at stake. In actuality it is a regional brand. The rural land that surrounds these communities comprises the beautiful natural landscape that is our signature, and is home to a thriving agricultural economy including the world-class thoroughbred industry that has made us the Horse Capital of the World. All stewards of this natural landscape must agree upon its protection while working together on economic expansion. Lexington should not be disparaged just because it is the largest city; neither should the adjacent communities fear the loss of their individual identities and unique appeal as the region grows. There is a history of mistrust and reluctance here, but a fresh perspective and new mindset among civic leaders can overcome that history and achieve success for an entire region.

## **Charge**

Lexington should take a two-tiered approach to its future economic viability in these ways:

- 1). Purposefully work the “Golden Triangle” partnership with Greater Louisville and Northern Kentucky / Greater Cincinnati; and,
- 2). Strengthen relationships with its neighbors and facilitate the establishment of the “Bluegrass Diamond” region.

The role of the BGADD should be examined in light of these approaches. It may be time for the state to review the 1967-based boundaries and purpose of the 15 ADDs, and create a modified type of ADD that has a specific focus on highly populated regions. The goals of this regional partnership should include mutual efforts to preserve the signature natural landscape that surrounds and connects the respective communities, foster new and innovative means of transportation to facilitate movement between cities in the region, and work cooperatively toward all sorts of mutually beneficial economic development and arts. The ultimate goal is to preserve the unique natural attributes of the Bluegrass Diamond Region for future generations while helping the region to thrive in its unique economic development role within the Golden Triangle.

## **Initial Stakeholder Group**

Identifiable regional partners from local government, economic development; state ADDs; KY World Trade Center; KY League of Cities; and other pertinent resources from each community,

## **2. Regionally Planned Future Growth (Region)**

### **Area of Opportunity**

Acknowledging that the future will bring growth in population and needed public facilities, Lexington will endeavor through proactive, cooperative planning to address change in a positive fashion while appropriately balancing the community's needs. Such planning should include discussion of where best to accommodate future urban growth in conjunction with neighboring communities, particularly those adjacent to the major urban area.

### **Description / Background**

The local government is obligated to produce an updated land use planning document, known as the Comprehensive Land Use Plan, every 5 years. During the Comprehensive Plan Update process, the pressure to expand the urban service boundary to accommodate more urban growth meets with equal pressure to protect and maintain rural land and the agricultural industry. This process has become an incredibly divisive undertaking for the community and illustrates that, within Fayette County, there is a legitimate, unique, and highly complex problem that needs to be resolved. This is important both for our region, and to our identity / brand. In order to reach a common vision for our community, it is imperative to find a way to address this issue productively and identify some new way to balance rural and urban values successfully.

Protection of the beautiful natural landscape is the preeminent value expressed by Destination 2040 participants. The "green crescent" of prime agricultural land is readily identified within Fayette County, but is also contained geographically in other portions of adjacent counties particularly to the north, east, and west. This is an area of prime soils and highly productive agri-business. A threshold level of protection is being put in place in Fayette County for the green crescent through the Purchase of Development Rights (PDR) program's purchase of conservation easements. Regionally, the nature of the land changes significantly as it drops off toward the important waterways including the Kentucky River to the south. The land becomes more rocky and sloped, with decreasing agricultural value. The land is still scenically beautiful, however, and features such as the river palisades are environmentally protected.

### **Charge:**

Given expected population growth between now and 2040, Lexington–Fayette County should take the lead in approaching adjacent county and city governments, as identified in the "Bluegrass Diamond" concept, to identify a framework for cooperative regional planning that does not presently exist. The area considered should be more limited than the traditional 17-county BGADD area, to provide for greater clarity and focus. This framework could take the form of a Unified Regional Planning Task Force, to explore fully the issues and context under which truly unified regional planning could occur. This group would consider all relevant data and infrastructure needed to support urban growth for the future, and devise a more permanent structure and methodology by which to move forward, such as a representative regional planning authority. This would become the subject of a multi-jurisdictional agreement receiving the approval of all authorized jurisdictional authorities. This framework could result in the formal establishment and use of inter-local agreements or other cooperative intergovernmental arrangements. The goal is to provide for long-term future urban growth while also protecting the traditional green crescent of agricultural land, by strategically removing urban encroachment / development pressure from it.

### **Initial Stakeholder Group**

All local governments, especially those charged with land use and transportation planning responsibilities; school districts; Kentucky League of Cities; BGADD; Bluegrass Tomorrow; Fayette Alliance

### **3. Regional Transportation Connections of the Future (Region)**

#### **Area of Opportunity**

If Lexington and its neighbors reach a threshold level of accord and begin to operate successfully as a region, pressure to move increasingly large numbers of people between Lexington and its neighboring cities will increase. One key to reducing that pressure may lie in the inevitable changes in transportation technology that are already taking place. If we organize and cooperate successfully, we can transform transportation – and, as a result, economic development – in our region, making it possible to move many more people while sustaining our irreplaceable agricultural and scenic land.

#### **Description / Background**

Pressure for urban development of land comes primarily from three sources (besides people) – the presence of potable water, roads, and sewers. That pressure on the land is proportionately increased by large roads that carry high volumes of traffic. Parcels of land adjacent to such roads, and therefore easily accessible to many people, create economic development opportunities of all types.

That pressure applies to all major arterial highways that connect Lexington to adjacent cities. Witness the boom along Nicholasville Road in southern Fayette and northern Jessamine County in the last 20 years. Paris Pike was protected from such pressure by the inter-local agreement that facilitated the road widening and protected the entire watershed in northern Fayette and southern Bourbon County. However, the other major arterials remain vulnerable to this pressure. Use of the urban service boundary to hold the line on sewers is the primary reason urban sprawl has been avoided in Fayette County to this point. But, as the populations of Lexington and its neighboring communities grow there will be added pressure to develop along the major connecting roadways. Once that happens, a domino effect could follow, endangering the signature natural landscape we intend to preserve.

In response to the current uncertainty and higher price of petroleum-based energy sources, we are seeing some changes in travel patterns ...less driving, more carpooling, increased ridership for LexTran and increased interest in expanding public transit. Alternative fuels, electric-powered cars and mass transit, solar and wind energy, and the shifting of funds that were previously unavailable to the research, development, and implementation of these new technologies are changing the way we will move about in the future. The grip of the petroleum-based transportation system will be loosened by consumer pressure to innovate, new transportation alternatives will rise, and if they are good, they will thrive.

Federal money is likely to be made available in increasing quantities to cities that “get ahead of the curve” on implementing regional public transportation systems that are non-petroleum fuel based. For example, a monorail system has many built-in advantages. Electricity is readily available in the Bluegrass region, connecting right-of-way is largely established, and dependable technology already exists. There are plenty of obstacles to be resolved, such as locating passenger stations and traversing road overpasses, yet these are not insurmountable. Plus, this has the potential to reduce Lexington’s large carbon footprint.

#### **Charge**

In the next 12 months, initiate a conceptual study to examine monorail line corridor locations, potential ridership, park and ride facilities, stations, costs and potential financing options. This study would create a framework for a 15 year implementation plan to provide overland monorail service along the major connecting roads between Lexington and its neighboring communities, including a monorail version of Man-o-War or New Circle Road as a connecting ring. This system would transport large numbers of commuters and shoppers, reduce urban development pressure along the major connecting roads, and instead, have people traveling overland to and from communities while enjoying the scenic beauty of the natural landscape that lies in between.

#### **Initial Stakeholder Group**

LFUCG; CLX, KY Transportation Cabinet; engineering and transportation professionals; public transit agencies; Fayette Alliance; BGADD; BG Tomorrow; bicycle advocacy groups; environmental advocacy groups

#### **4. Network of Civic Engagement (People)**

##### **Area of Opportunity**

A formalized civic network should be built on present capacity within the community to provide for organized citizen input on issues facing the community.

##### **Description / Background**

In the practice of 21<sup>st</sup> century democracy, it is increasingly difficult to obtain meaningful input from everyday citizens on matters that affect them or the community at large, except for issues that are of immediate or urgent impact. This is due primarily to the increased pace of life, the exponential increase of information and entertainment sources that compete for a limited attention span, and the complexity of issues. There is no common format by which complex community problems or issues can be explained to interested persons. Attempting to conduct civic engagement by inviting people to add yet another meeting to already overcrowded personal schedules is unsuccessful. Dependence upon online surveying or other e-government communications to disseminate information and seek public response yields an uncertain and perhaps unreliable database of input.

The result is often that citizens feel disengaged, and put in the place of having to react to issues or actions after they become “news” – after proposals are offered or decisions are made. In response, the public maintains a certain level of distrust for government and other community entities due to a perceived lack of effort to communicate issues transparently and in a timely fashion, before decisions are made. That perception, whether fair or not, creates in turn a multitude of problems that could be mitigated or avoided by the use of new civic engagement approaches.

There will be no perfect system to conduct civic engagement. However, the initiative should be taken to develop a relevant system of civic engagement, whereby government demonstrates its interest in having and benefiting from an informed, engaged citizenry. The effort must be made to reach people “where they are”. This will displace some of the disengagement felt in the community, and generate a higher level of public confidence and support in its place.

##### **Charge**

Adopt, formalize, and utilize the civic engagement approach used with “naturally occurring groups” in the Destination 2040 process. Establish a fluid network of economically and demographically diverse groups that can be quickly called to action, train members of each group in a standardized facilitation methodology, provide a new template for each major new community issue that arises by which to gather input, and report the findings back to the initiating community entity. Any number of community entities could make use of the network. A way to include citizens without a group affiliation would need to be developed. A centralized “gateway” entity should be established to activate / mobilize the network, and screen for issues that meet certain thresholds of major community interest.

##### **Initial Stakeholder Group**

Convened by Implementation Agency. Group should initially include leadership development entities for people of all ages, both community-based and university/school-based; Leadership Lexington; United Way (especially Get on Board), Urban League Young Professionals, Lexington Young Professionals Association; and Facilitators trained in the Destination 2040 process.

## **5. Comprehensive Health and Human Services Directory (People)**

### **Area of Opportunity**

Research supports that communities with information and referral services are more likely to solve quality of life issues. This results from centralized information on the availability of human services that allows individuals to more efficiently find the help they need either on the web or through a phone call with a professional staff member who can assist them one on one.

### **Description/Background**

Each day, citizens in Lexington and the region search for information about health and human services such as food, shelter, health care, substance abuse treatment, protection from domestic violence, or disaster relief – the list is endless. While nonprofit and government services are ready to help, the large number of providers makes it hard to find the right place quickly. The result is often repeated calls and frustration. Research has demonstrated that people make 4 to 8 inquiries before finding help and many give up before obtaining the information they need. Typically, 20% to 40% of calls to services providers need to be redirected to a different provider.

Our community needs a comprehensive, centralized and real time health and human service information and referral.

Since 2005, through the leadership of United Way of the Bluegrass and its community partners, 211 has emerged to become the central source for information and referral for health and human services available with our community. 211 is an easy to remember, three digit number that offers access to health and human services and also serves as a volunteer information and referral center. Through 211, call specialists are available 24 hours a day, seven days a week, in more than 150 languages. It can be accessed by calling on any landline or cellular carrier. Since each call is captured through its software base, 211 also serves as a community needs assessment tool showing us the gaps as well as areas of duplication which can guide potential collaborative approaches within the community. In a community disaster situation 211 takes on the role of capturing important disaster related information for the community. In addition to the call-in option, the 211 resource will be available on the internet with “hits” being tracked in order to inform areas of need.

### **Charge**

Support the building, maintenance, and enhancement of the 211 database and services, including development of a comprehensive web based application in addition to the call-in option, while marketing its availability in the community. This will require stable funding, a centralized method to keep all information consistently updated and accurate from all sectors of the community, and public awareness and support.

### **Initial Stakeholder Group**

Convened by United Way of the Bluegrass, the 2-1-1 Advisory Council, includes representatives from business, government, nonprofits, and the general public.

## **6. Pathway from Education to New Workplace Opportunities (People)**

### **Area of Opportunity**

There is a high degree of community concern that Lexington is not as appealing to educated and creative young talent, due to a lack of high level vocational opportunity and / or a cultural landscape that is attractive to young professionals.

### **Description / Background**

Perhaps the greatest single institutional asset in Lexington is the University of Kentucky. When combined with our other premier educational institutions such as Transylvania College, Bluegrass Community & Technical College, and rising stars like Sullivan University, it is apparent that post-secondary education is one of Lexington's greatest anchors. This is further bolstered by Fayette County Public Schools – arguably the finest public school district in the state – and several truly excellent private and parochial schools, all of which provide high quality primary and secondary education.

One of the greatest community concerns related to the future is providing an attractive environment that our highly educated / creative young people will find appealing as they complete their educations and enter the workplace. In the emerging knowledge-based economy, increasing numbers of workers can literally work from anywhere the internet is available. Because of this, many factors beside the geographic address of the employer come into play as these workers choose where to live after receiving their educations. To be attractive for such workers, a community must provide an appealing set of quality of life factors, in addition to an adequate supply of high caliber employment / economic opportunities. If this combination of elements is not present, too often such workers will go elsewhere in order to fulfill their high potential.

Many of these young people are the innovators of tomorrow, whose research, discoveries, and patents will fuel economic prosperity somewhere in the world. The community must do everything possible to ensure that they have the opportunity to do that right here. Several local efforts have begun to focus on facets of this issue, particularly with regard to lifestyle and cultural issues that would make Lexington more attractive to these workers, yet it remains a concern.

### **Charge**

The Lexington community must work together to create a tangible, clear pathway from educational institution to employment / economic opportunities, for the educated, creative people who are the object of this focus. It must be made highly visible and communicated faithfully to each new class of young people completing their educations. Highly gifted students should be identified in certain fields of endeavor that align with the global economy, and shown a clear local pathway that leads from high school to university to workplace, where their education, research, entrepreneurship, and innovation can ultimately be utilized for personal employment, and to create new knowledge-based economy jobs for others. These persons can realize their personal potential and become tomorrow's key players in generating a stronger local economy that bridges to the global economy.

For example, could a cooperative economic development entity be formed and funded that would literally “set up shop”, hire the top ranked graduates in STEM disciplines for a three-year stint in the community, place them up in appropriate research facilities, and let them pursue research, patents, and new technologies in an incentive-based reward program based on inventions and / or jobs that are created in new / emerging fields based on their research / patents? This would be a tangible, visible pathway to a high-schooler or collegian, to provide a safe environment for them to make the transition from education to vocation. Additional pathways can also be developed.

### **Initial Stakeholder Group**

Convened by Implementation Agency. Group should initially include public and private schools, colleges, and universities; trade schools, Commerce Lexington, LFUCG Economic Development and Social Services



## **7. Becoming More Proactive About Planning (Place)**

### **Area of Opportunity**

In order to provide for improved urban planning, the community must support a more proactive process that would include the flexibility, creativity, and capital resources needed to provide for better overall community functionality and public infrastructure systems.

### **Description / Background**

Lexington's local planning and development process has received a great deal of scrutiny. One of the "Six Pillars" adopted by the current Mayor and Council (in 2007) is related to Innovative Planning – meaning basically that current processes need to be adapted or expanded, and some new level of creativity and inventiveness needs to be accommodated within our community's planning efforts.

With respect to land use planning, Lexington has been proactive on several fronts including establishment of the urban service boundary concept, the Comprehensive Plan, the Purchase of Development Rights program, and other means. However, with respect to zoning and development processes, Lexington is predominantly a reactive community. The basic development boundary is drawn to identify what land is eligible for urban development. A basic land-use designation is set in place through the comprehensive plan or existing zoning. Then, LFUCG development-oriented divisions react to proposals as they are introduced. The timing and nature of development is left almost completely up to the developer: When is land obtained? Is current zoning correct or is new zoning to be sought? What subdivision configuration results in the greatest number of lots? Where do the streets and sewers go? How can the use of this parcel of land be maximized, often without respect to the way it would best connect with adjacent parcels of land? Is there a stream, and therefore a bridge to be avoided, and therefore an urban development "gap" that gets "planned" into the system? And so on.

Too often left out of the equation is the decision about where supportive public infrastructure, such as schools, parks, libraries, and fire stations should ideally be placed. Capital funds needed by the agencies that provide such facilities have typically been limited or even scarce. This causes difficulty for long-range capital improvement planning, and opportunities to make pre-development land investments must be traded off or passed up in lieu of more urgent current needs.

The result of the existing process can too often be as follows: less-than-ideal street connectivity, sewer design, and placement of other public infrastructure; schools and parks that pay higher post-development land prices - and which often end up in a "last resort" / less-than-desirable location; development that inadequately protects greenways / natural waterways, and many other such negative outcomes.

### **Charge**

To bring about more proactive future urban planning, Lexington should work within the Comprehensive Plan process established by state and local ordinance to identify ways to pre-determine more firmly where streets, sewers, schools, parks, and other such public infrastructure would best be placed. This effort should take into account the ideal configuration of these public facilities / elements, and then let developers propose developments that incorporate that configuration. Pre-construct (or pre-designate) the infrastructure in the desirable locations, and then let developers pay their fair share of those improvements (or work around them) as development occurs. In addition, public agencies should seek to improve long-range capital funding, and thus be in a better position to act quickly when opportunities occur.

### **Initial Stakeholder Group**

Convened by Implementation Agency. Group should initially include LFUCG, Development Community, FCPS, utility companies, et. al.

## **8. A Consistently Clean Community (Place)**

### **Area of Opportunity**

The litter problem in Lexington seems to be growing again. Neighborhoods, streets and highways in the community have unacceptable amounts of trash, debris and "visual clutter litter" which suggests a need for stepped-up educational and enforcement efforts and perhaps new incentive programs, in order to have a more consistently clean community.

### **Description / Background**

Litter is in direct conflict with the scenic beauty that is our signature community asset. There is every good reason to combat the problem for the sake of tourism and economic development. But more importantly, keeping a cleaner community is something we must do for ourselves, for those who live and work here year in and year out.

With Lexington about to take the world stage as host of the FEI Alltech 2010 World Equestrian Games, efforts to make our community attractive are receiving a lot of attention. A growing concern has surfaced over the issue of litter and visual clutter becoming a blight on our community. The problem is attributable in part to cultural practice by some citizens, and in part to a need for greater awareness. The primary tools needed to address the problem are ongoing education or re-education to overcome the cultural aspect, and for greater enforcement of a higher standard of litter control. Litter may come from many sources, such as un-tarped trucks with debris blowing out of them, posting of notices on traffic signs and utility poles, illegal signs placed in the rights-of-way, a proliferation of non-compliant banners promoting goods and services, or litter thrown out of vehicles onto the roadsides, but the ultimate source of litter is always people. Therefore, effective solutions and more stringent enforcement must be directed to change the behavior of people.

Addressing roadside litter is compounded by the question of who holds the maintenance responsibility for the roads. State roads and local roads receive different frequency of attention with regard to mowing and litter removal. Often, litter is not removed prior to mowing, resulting in shredded scraps of litter being blown over an otherwise nicely mowed area and simply left there. The intersection of major roads, particularly ramped interchanges with limited-access highways such as New Circle Road or the interstate highway system, provides some of the most visible areas for the community. Unfortunately, visitors often are drawing their first impressions of our community by observing an abundance of litter. Neither should our permanent residents be subjected to or tolerant of this problem as an accepted part of our community's visual identity.

Excessive litter also can have a serious impact on public infrastructure, particularly storm and sanitary sewer systems. Litter that gets washed into these systems can clog lines or weirs, defeat silt fencing, or place undue stress on pumps or other equipment resulting in increased maintenance issues or instances of aggravated flooding.

### **Charge**

Hold the community to a higher standard of cleanliness. State and local government should work together to develop and enforce seamless maintenance policies that include litter removal regardless of who has the responsibility for road maintenance. Ensure that those maintaining rights-of-way leave areas litter-free upon completion of their work. Ensure that schools address littering as part of environmental education. Increase "Adopt-a-Spot" programs for youth groups to regularly maintain sections of roadway to raise funds. Make much more frequent use of inmate labor to conduct litter patrols and clean-up severely-littered areas. Develop eco-walking or eco-jogging programs to encourage people to pick up litter as they are exercising, and incentivize the program by offering a monthly reward / recognition for randomly selected participants. Strengthen the enforcement efforts of the appropriate local government agencies (such as code enforcement, environmental compliance, police, and the court system), including increased fines, to proactively address the problem.

**Initial Stakeholder Group** – LFUCG, state government, civic service organizations, et. al.

## **9. Use Urban Land Efficiently through Infill and Redevelopment (Place)**

### **Area of Opportunity**

One way to reduce pressure for expansion of the urban service boundary is through an effective local program of infill and redevelopment. A task force appointed by local government recently took a careful look and recommended broad policies and specific strategies for increasing quality infill and redevelopment activities. Those recommendations need to be implemented, and funding of the strategies and incentives put in place.

### **Description / Background**

Keeping the community balance between rural and urban land use is the key component of Lexington's vision. The important principle is balance. Lexington has taken steps since 2000 to preserve agricultural lands through institution of the Purchase of Development Rights (PDR) program, a program governed by the Rural Land Management Board. The PDR program has already accomplished more than 40% of its goal of protecting 50,000 acres with conservation easements, by utilizing local funding and leveraging large amounts of federal and state matching funds.

With an effective mechanism in place to protect rural land, it is imperative to make the most efficient use of urban land by supporting infill and redevelopment (I/R) as an effective urban-oriented counterbalance. Infill and redevelopment projects identify vacant and underutilized parcels of land within the urban area and redevelop those lands in ways that meet current and future needs. Where appropriate, infill and redevelopment projects provide for greater densities of housing units or business uses, including mixed-use developments (example: Center Courts) and adaptive reuse of existing buildings (example: South Hill Station).

### **Charge**

Using the Infill & Redevelopment Task Force recommendations as a guide, establish an Infill and Redevelopment (I/R) program that mirrors the PDR program. An authorized board and appropriate staffing should be established. This board would establish I/R parameters and guidelines, use local funding provided to leverage matching funding from other sources, establish a land trust to acquire and hold lands that would present strong I/R opportunities, receive and rate project applications according to established criteria, distribute incentive funds to successful applicants to support effective I/R projects, educate developers versed in traditional suburban development about I/R methods and opportunities, and otherwise encourage and support I/R throughout the community's urban areas. The goal of the program is to use urban land efficiently and provide a well-conceived complement to the government's efforts to preserve rural areas.

In support of the effort and to provide an ongoing slate of opportunities, a land trust should be established that would identify underutilized properties, investigate the acquisition potential, conduct a financial feasibility analysis, and move to assemble lands that are feasible to acquire and hold strong redevelopment potential. These opportunities should be marketed and I/R proposals solicited from developers. Under the structure of a land trust, ownership of the land would remain with the authorized land trust entity, but developers/eventual purchasers would own the constructed improvements. LFUCG has used a version of this approach for the Newtown Pike Extension project, with an affordable housing emphasis.

### **Initial Stakeholder Group**

LFUCG planners, FCPS planners, HBAL / development community, Urban League, Blue Grass Trust, Housing Authority, UK College of Design/Architecture,

## 10. **Civic Project Management – Improved Delivery of Results** (Systems)

### **Area of Opportunity**

Improve delivery of results on important civic projects by establishing a model for decision-making and task performance to be used by groups that are appointed to undertake community-level initiatives, special projects, or to address emerging issues.

### **Description / Background**

This community tends to approach large initiatives, special projects, or emerging issues by appointing groups of persons who are relevant to the task and who bring some needed basis of knowledge or experience, who then proceed with discussion, but find difficulty taking action. The work of these various ad-hoc boards / commissions / task forces is well-intentioned, but more often than not there is no authorized accountable leader for the task at hand, and there is no clear-cut responsibility for task performance or project delivery. In the end, a lot of talking is done by many who are legitimately qualified and sincerely interested, but little progress is made toward an objective end goal. Community expectations are initially high, but with the passage of time and little action to show for it, interest fades and actual accomplishments are few, or thin. Unfortunately, this can lead to the perception is that Lexington is either complacent, or unable to effectively move from talk to action.

There are an abundance of good ideas in the community, but the civic skill that we most need to move them forward is that of **civic project management**. Certainly, when an issue arises, Lexington needs to identify the correct set of persons to bring around a table. In addition, it needs to find a way to go further by providing assigned responsibilities and some accountability measures for performance. Successes will build needed momentum, and overcome the doubtful, even cynical view that many have toward civic initiatives, and Lexington's ability to deliver.

### **Charge**

A "civic project management" model should be developed and adopted by the community for use by groups undertaking community-level projects. Good models for project management exist, such as those used by Toyota, UK, and others, from which a new civic-oriented project management model could draw ideas. Persons who represent different segments of community life and who are empowered to make decisions should take part in developing the model. When future issues arise that lead to the appointment of an ad-hoc civic group, (board, commission, task force, etc.), the group should be oriented to the model and decide upon assignments and responsibilities within the group as the first order of business, an accountable leader should be named, and succinct project management objectives should then be carried out. In addition, a number of qualified and capable community leaders should be identified and trained as "civic project managers", and be assigned as coaches or advisors to help support and lead groups through the established model framework.

### **Initial Stakeholder Group**

Convened by Implementation Agency. Group should initially include leadership development groups of all types, Kentucky League of Cities, UK's Center for Nonprofits Agricultural Leadership Program, and Martin School for Public Administration

## **11. Local Public Transportation Improvements (Systems)**

### **Area of Opportunity**

Public transportation opportunities need to be enhanced within the downtown and near downtown / university areas. There is an increasing demand for readily available, affordable public transportation by the residents, students, and visitors of this area.

### **Description / Background**

More and more persons are choosing to live in the downtown area, in more densely populated developments than found in the suburbs. The University of Kentucky continues to grow its student population in the quest for Top 20 status, and is constructing many new destination buildings on the campus. Bluegrass Community and Technical College and Transylvania University also provide significant numbers of students and faculty in this area. More patrons / visitors are making downtown a destination as well, because of the improving entertainment and night-life opportunities.

Parking is limited and relatively expensive in this area, due to denser development and high concentrations of students. The new Parking Authority has stepped up enforcement of illegal parking and this will add more pressure for alternative modes of transportation that are usable by the masses.

The need for a regular, periodic circulator system has been discussed for many years (since the earlier trolley car system was discontinued). The downtown area is immensely different now, and the demand levels are unquestionably higher.

### **Charge**

A new and affordable circulating Trolley / Streetcar System connecting all the universities and near neighborhoods (such as Chevy Chase, South Hill, and Woodward Heights) with the downtown area should be instituted by LexTran. The goal should be to provide a dependable opportunity to catch a ride along a predictable or well-known route every 5 minutes. The frequency and timing should be made available into the late evening hours, to accommodate patrons of night-life establishments. The local arts community should assist with enhancing the appeal of public transportation through efforts such as the “Arts in Motion” project.

### **Initial Stakeholder Group**

Convened by Implementation Agency. LFUCG; LexTran; DLC, DDA, UK, Transy, BCTC, neighborhood reps.

## **12. Strong Vision Components Already Completed (Systems)**

### **Area of Opportunity**

Many visioning efforts have been conducted in the community with regard to specific component elements of community life. These efforts are recent, were based on active citizen engagement, and that work should be respected and implementation carried through.

### **Description / Background**

Destination 2040 is taking a comprehensive view of the life of the community, through the four Aspects of Community Life. This is a broad focus, and the four-fold division helps to keep this complex discussion more manageable and understandable. In the recent past, however, our community has engaged in several visioning efforts that are more narrowly focused on a specific major component of community life.

For example, Fayette County Public Schools conducted 2020Vision with regard to K-12 Public Education in the Lexington-Fayette County school district. That process was public, transparent, involved at least 1,800 people, and resulted in a plan that was adopted by the Board of Education and is now being implemented within the school district. It has the full support of the Superintendent and the elected School Board. With that direct focus, level of involvement, and sanction by public officials, there is really no need for Destination 2040 to redo or usurp any of that good work. Rather, this comprehensive visioning process should respect 2020Vision and graft its educational focus and specific implementation plans into the total vision for the community.

Similarly, the University of Kentucky is carrying out its mission to become a Top 20 Public Research University. This mission has been sanctioned by the state legislature and the UK Board of Trustees, and is championed by the University President. This specific vision of what the University of Kentucky can become and the pursuit of that implementation plan should stand alone, and be fully supported by the broader Destination 2040 vision.

The social services network of the community has also been recently studied and visionary plans developed through two efforts: the United Way Strategic Plan and the LFUCG Social Services Needs Assessment. Again, these were transparent public processes involving hundreds of people and that good work should be acknowledged and respected by Destination 2040 by simply supporting it and carrying it through.

The Knight Foundation Legacy Initiatives also undertook a community process to generate home-grown ideas for lasting legacies of the international Alltech FEI World Equestrian Games in 2010. The top two ideas were: revitalizing the Third Street Corridor; and creating a recreational trail and green park system from downtown Lexington to the Horse Park. The importance of the inclusion of public art was emphasized in both projects. To support the selected legacy initiatives, the Knight Foundation gave Lexington a \$2.55 million grant to fund planning efforts, and established an office within the Bluegrass Community Foundation.

### **Charge**

As Destination 2040 is implemented or revisited in the future, it should take into account all community-based visioning efforts that have been conducted for specific parts of community life, and acknowledge and support those plans rather than redo or usurp them. This should be done for all recent plans that have been sponsored by a public agency, conducted through a public, transparent process, involved community engagement, and contain a report and implementation plan sanctioned by an authorized public authority. For visioning efforts that meet these criteria, the Destination 2040 approach should be simply to graft them into the total community vision to be pursued.

### **Initial Stakeholder Group**

Convened by Implementation Agency. FCPS, UK, LFUCG, United Way, Legacy Initiatives, et. al.

### **13. Animal Health Corridor / Build Research & Development Center (Community Development)**

#### **Area of Opportunity**

Lexington has yet to fully capitalize on the economic development potential of the various existing entities related to animal health and rooted in our community brand: the regional agricultural industry, the university medical, veterinary, and agricultural research resources, farming agencies, equine and cattle associations / headquarters, economic development professionals, and other relevant components. This valuable array of assets could be used to establish an animal health corridor as a key economic development strength that is rooted in our community brand, including the possibility of establishing an Animal Health Research & Development Center at Coldstream Research Park in association with the University of Kentucky.

#### **Description / Background**

Currently there are many successful parts of this community that are rooted in the agricultural industry, but which have not been strategically linked to fully take advantage of their combined economic development potential. For instance:

- Over 30 equine-related agencies have located national or international headquarters at the Kentucky Horse Park;
- UK conducts significant research through its agricultural and veterinary programs (now a top 10 ranked university for agriculture) including the Gluck Research Institute, the Animal Diagnostic Center (which just received \$20 million in state funding for program and facility expansion), the ongoing focus on all types of medical research, and many others;
- This is the Horse Capital of the World because of the presence of the many farms and thoroughbred industry;
- This is the largest cattle market east of the Mississippi River and 3<sup>rd</sup> largest nationally (although the community has not stepped forward with enough diligence to assist the stockyards in their desire to relocate locally, and is in danger of losing this tremendous economic development asset);
- World-class equine veterinary practitioners such as Rood & Riddle Equine Hospital, Hagyard Equine Medical Institute, and KesMarc draw the best professionals and host several hundred student visitors interested in animal health careers annually;
- Keeneland and Fasig Tipton host multiple sales events, training, and racing – activities that require the year-round presence and employment of many animal health professionals;
- The Kentucky Horse Racing Task Force is studying the formation of a nationally prominent Equine Drug Testing laboratory in Lexington;
- Worldwide success has been achieved by Alltech in its scientific research related to animal dietary nutrition.

Animal health is critical to the sustained success of farm owners and operators for breeding, meat production, racing, performance and many other purposes. Because our community identity is so closely linked to agriculture, we have so many resources in place, and there is great potential to employ animal health professionals of all skill levels, Lexington should examine ways to logically connect these assets and use agriculture and agribusiness as a powerful economic development tool.

#### **Charge**

With an eye toward the strategic construction of an animal health corridor for our region, the University of Kentucky, Ag & Equine-oriented entities, Kentucky Division of Commercialization and Innovation, LFUCG Office of Economic Development and Commerce Lexington should explore all logical connections between these many assets so as to catapult the agricultural industry to new levels, as a well-focused, coordinated and powerful economic development tool for the community. Recently the LFUCG Equine Task Force put forth an “equine cluster” model that depicts all of the related parts of the equine economic development puzzle in a compelling model that deserves close attention and action, and should be further developed for the entire spectrum of regional agri-business. A plan of action should be undertaken, with a specific goal being to discover the feasibility of

working with the University of Kentucky to establish a new Animal Health Research & Development Center, including an equine drug-testing lab, at Coldstream Research Park.

**Initial Stakeholder Group**

UK College of Agriculture; KFB, KTA, Cattlemen's Assn, CLX, LFUCG, et. al.



## **14. Mid – Sized City Development Institute (Community Development)**

### **Area of Opportunity**

As a successful mid-sized city facing a multitude of opportunities and challenges, Lexington should capitalize on its unique story to become a thought leader for how to make mid-sized cities work, using its own experience and providing a forum for shared experiences and relevant learning for other similar sized cities.

### **Description / Background**

Cities evolve through a myriad of experiences, as they attempt to meet common / similar challenges and pressures out of their respective sets of unique circumstances. These challenges, and the approaches used in meeting them can vary based upon a city's comparative size and population. By those measures, Lexington is a mid-sized city (ranked 66<sup>th</sup> nationally in population).

All cities are faced with successfully addressing the same basic issues: quality of life, education, public safety, economic development, employment, energy, governance, cultural life, environmental protection, supply of natural resources, etc. Each city, however, brings a unique set of assets and resources to the table to address these issues. This results in the development of differing approaches to common areas of concern. Having an organized forum in which cities could meet, share information, and learn from each other would be a truly valuable opportunity. In addition, a knowledge base specific to mid-size cities would begin to be developed which could become a highly sought-after resource as it evolves over time.

Lexington could be at the center of that by initiating the concept and convening an annual gathering of mid-sized cities in this region of the United States, and developing ongoing educational and training opportunities to be utilized by those in community leadership positions.

### **Charge**

Create an ongoing institute with the mission of facilitating the development of knowledge and practices vital to the health and growth of mid-sized cities in the 21<sup>st</sup> century. The goal is to create the first and best resource that communities, leaders, businesses, and educators turn to for knowledge and guidance on how to create and manage healthy economies in mid-sized cities and effectively balance the competing demands for resources based upon each city's vision of its future. The institute would assemble and make available cutting-edge information, host symposiums, attract leading thinkers and performers, develop ongoing educational and training opportunities to be utilized by those in community leadership positions, and encourage the further development of this knowledge base as similar-sized cities meet with and learn from each other. As the host, Lexington would be center-stage to an ongoing stream of great ideas and new approaches, its reputation as a progressive community would be enhanced, and it could become known as a center of creative thought on this important topic.

### **Initial Stakeholder Group**

Convened by Implementation Agency. LFUCG, state government, universities, et. al.

## 15. Arts and Cultural Production Zone (Community Development)

### Area of Opportunity

Lexington-Fayette County benefits from a striking array of arts and cultural assets: an existing network of artists, nonprofit arts groups and commercial entertainment businesses; consistent financial support from government and the private sector for major arts organizations; a strong and growing commitment to arts experiences and education for every student; an expanding interest in participative performance art in public spaces and on public occasions, and a recent history of public art projects that won unprecedented community support and acclaim.

These are significant strengths. Their importance, though, is magnified by the depth and breadth of community interest. Destination 2040 participants made the point many times over: We want more arts, more cultural events, and more diversity in our arts, culture, and entertainment offerings.

With our fine foundation in arts and cultural life and the great gift of our distinctive rural/urban landscape, Lexington-Fayette County can become a major arts and cultural powerhouse that benefits and enriches our own people and serves as a magnetic attractor for people from other places.

### Description/Background

Three initiatives could begin immediately to position Lexington-Fayette County as an “arts and cultural production zone”.

Dedicate a “Percent for Art”. With a funded, permanent public arts initiative, we can surround ourselves with shared art as part of our “commonwealth.” We can increase our daily experiences of art, and provide physical evidence of an active and productive arts community, while providing opportunities for us to tell our collective story. We can develop policies that require investment in public art as part of any significant development initiative in Lexington-Fayette County

Ever since Horse Mania in 2000, there has been great interest in developing more opportunities for public art. Dynamic Doors in 2004, and most recently the Lexington Outdoor Mural Project, along with “Balancing Act,” have generated additional interest in public art. These projects have illustrated how public art can accomplish a wide variety of civic goals – establish gateways, enhance public plazas and right-of-ways, and celebrate our local history and other factors that create a unique sense of place.

With dedicated funding, we can stretch into new and richer expressions of public art in connection with major public works projects. For example, public art can be woven into LFUCG Department Environment Quality’s work to restore wetlands and protect our water.

Cultivate and support arts and cultural production. Public investment in supporting arts and cultural entrepreneurs will yield substantial returns in the artistic and economic life of our community. We can develop incentive programs that make it plain that our community welcomes artistic and cultural creativity. Incentives that should be explored include positive taxation and loan options; innovative and affordable opportunities for appealing housing, studios, laboratories, and offices; support for public-private partnerships to fund and manage shared use of costly production and development equipment and spaces, and more.

Treat arts development as economic development. Communities with strong arts and cultural identities tend to have strong economic engines as well. Our community can accelerate economic improvement and artistic enrichment by including the arts within the economic development strategies at LFUCG and Commerce Lexington. At least two facets of arts as economic development can be strengthened. First, we can work to recruit and retain arts and cultural businesses and nonprofits. We can encourage young creative entrepreneurs to open galleries, bookshops, coffee houses and other venues in which the informal arts can flourish. We can expand current notions of arts and culture to include culinary arts and history, many facets of design, and other new forms of art. Second, we can use the community’s arts and cultural strengths to recruit and retain other businesses and

nonprofits. This will not be new, but should be greatly strengthened by the interwoven strengths of the new directions suggested in this Momentum Builder.

### **Charge**

Working with existing arts and cultural groups and stakeholders, develop a workable strategy for building and managing substantial new initiatives in arts and culture, including these:

- ☐ Develop a clean line of responsibility for the development and implementation of a sustainable public art program with an oversight or advisory board.
- ☐ Review and expand the respective programs at ArtsPlace, Downtown Arts Center and the Opera House to offer the level of diversity and interest desired by the public.
- ☐ Develop strategies to secure on-going revenue either through a traditional “percent-for-art” model, or by including public art (environmental work) as part of the designated revenue generated by increased sewer/storm water fees.
- ☐ Develop new policies, practices, and funding approaches to support an array of strategies supporting arts and cultural production.

### **Initial Stakeholder Groups**

LexArts, LFUCG, artists, Lexington Art League, teachers and tutors for arts/music/writing/film production and other arts, Fayette County Public Schools, Commerce Lexington, Lexington Public Library, administrators at performing arts venues

## Chapter 5 – Ingraining the Vision for the Future

### **Implementation Structure**

Many large-scale community visioning projects are undertaken by foundations or coalitions with local government as a partner, but not often as the leader. Destination 2040 is somewhat different in that the civic engagement phase was conceived, convened, and carried out by local government, with a broad focus on all of community life, not just one or two aspects. The date 2040 was chosen in order to encourage the community to raise its line of sight and think beyond the current generation of leaders and issues and things that are familiar. In many ways, local government is uniquely qualified to perform the role of convener / initiator, to ensure that the entire community is involved in the process. After all, government belongs to everyone, and can use that unique community standing to call all sectors of the community to involvement and action.

Most often, vision implementation for larger communities is carried out by a non-governmental entity, such as a foundation, that is devoted to following-through and achieving the desired outcomes of the vision. There are several reasons why moving the implementation responsibility for a community vision from local government to a broad-based foundation makes sense:

- It allows for long-term focus over decades of changing leadership and community dynamics – foundations offer a sense of permanence.
- It provides the community an entity that is accountable for progress / production / reporting back to the community on a periodic basis.
- It provides a neutral forum whereby the vision can periodically be updated and changed in light of new community developments and circumstances.
- It removes some of the short-term politics associated with frequently changing elected leadership.
- It removes the perception that achieving the vision is solely the local government's responsibility – government should be only one of several committed partners.
- It provides a centralized base of operation that can be funded through financial commitments from a broad base of community partners.

Lexington is fortunate to have an appropriate entity in the Blue Grass Community Foundation to undertake the implementation phase of Destination 2040. The Blue Grass Community Foundation (BGCF) is a growing local presence with many outstanding accomplishments, and is increasing its standing in the community by producing such projects as the Knight Foundation Legacy Initiatives. BGCF also enjoys a strong regional presence, with effective relationships throughout the bluegrass that will dovetail nicely with the emphasis on regional cooperation given within Destination 2040.

It is the recommendation of Destination 2040 to pursue an agreement with the Blue Grass Community Foundation for future implementation of the community vision including the following performance parameters and any others deemed necessary:

- Long-term Resource & Funding Agreement with LFUCG and other community partners
- Establish first 3-year funding cycle with set annual partner contributions to BGCF
- Staffing level and performance objectives
- Presentation of annual report to the community including vision progress, updates, needs, next fiscal year implementation plan and budget, long-term strategies, and other pertinent information.
- Operation of four ongoing ACL Committees
- Managing the evolution of a living document – the process of vision adaptation and change

Commitments should be obtained from a variety of community partners for the first 3 years of funding and/ or important in-kind contributions, to cover base-level annual operating needs as developed by BGCF in conjunction with Destination 2040 project team.

## **Indicators**

This set of sixteen quantitative indicators has been constructed because it is important for members of the community to be able to assess progress without wading through long lists and voluminous information. A single indicator has been chosen for each of the four Community Elements within each of the four Aspects of Community Life. These particular indicators have been chosen because they are important in themselves, because the data included in them is reliable and easily obtainable, and because they also work as placeholders, or proxies, for a much wider range of related activities within their respective Community Elements.

The indicators do not replace the more detailed and specific information that will be included in regular and frequent progress reports to the community. Nor do they override the explicit values that drive all the work of Destination 2040. Rather, they are meant to serve as the simplest, most concise way to indicate rates of progress over time in the more detailed and complex set of strategies that constitute the focus areas for Destination 2040. For example, the percentage of home ownership tells us not just about housing but also about the broader status of low-income members of the community.

### **Aspect 1 – Human Needs**

#### **1: Safe Adequate Affordable Housing Across the Continuum of Need**

Indicator:           % of home ownership

Present %:

2040 Goal:

#### **2: Educational Opportunity**

Indicator:           % of population with post-secondary education

Present %:

2040 Goal:

#### **3: Medical Services / Health**

Indicator:           % of residents with health insurance

Present %:

2040 Goal       100

#### **4: Essential Resources**

Indicator:           crime rate

Present rate:

2040 Goal:

## **Aspect 2 - Physical Growth**

### **1: Transportation Alternatives / Monorail**

Indicator: # of rides on LexTran

Present #: 3.6 million rides per year  
2040 Goal: 14 million rides per year

### **2: Public Facility Capacity (Parks, Schools, Water Body, etc)**

Indicator: # of acres of parks/public spaces

Present #:  
2040 Goal:

### **3: Land Use Decisions**

Indicator: ratio of persons per acre within the Urban Service Boundary

Present ratio:  
2040 Goal:

### **4: Infrastructure (Roads / Utilities)**

Indicator: EPA water quality index

Present index:  
2040 Goal:

## **Aspect 3 - Economic Expansion**

### **1: Stable Employment / Adequate Wages**

Indicator: median income

Present median:  
2040 Goal:

### **2: New & Existing Business Expansion**

Indicator: # of net new businesses annually

Present #:  
2040 Goal:

### **3: Agricultural Industry**

Indicator:        gross agricultural revenue

Present value:

2040 Goal:

### **4: Workforce Training & Education**

Indicator:        unemployment rate

Present rate:

2040 Goal:

## **Aspect 4 - Cultural Creativity**

### **1: Develop an Arts & Entertainment District**

Indicator:        # of net new arts and entertainment-related enterprises

Present #:

2040 Goal:

### **2: Attraction of Tourism**

Indicator:        annual tourism-related income

Present value:

2040 Goal:

### **3: Diverse Cultural Offerings and Events**

Indicator:        # of arts/culture-related events

Present #:

2040 Goal:

### **4: Performing Arts Facilities**

Indicator:        # of square feet of performing space

Present #:

2040 Goal:

## **Vision Challenge**

For a community vision to be successful and have legitimate meaning, it must be ingrained into the life of the community.

**Ingrain: to work indelibly into the natural texture of mental or moral constitution; to introduce one thing into another so as to affect it throughout. (*Websters*)**

The vision must be valued and reinforced within all aspects of community life, such that it serves as a compass, pointing always in the direction desired for the community's future.

This is the challenge. The implementation of the vision will be successful when various segments of the community actively use it as a guide or a measure. When evaluating new initiatives or directions, or taking action to deal with unexpected impacts to the community, we must remember to ask the question: "How does this align with and support our community vision?" If the answer is not clear, perhaps more thoughtful consideration and adjustment is required. A community vision advances and yields the greatest results when all segments of the community **ingrain the vision** – work it purposefully and intentionally into the very texture of what we do over time.



## **Appendix**

### **Contents**

Project Team, Steering Committee, Work Team Members  
Participant Groups  
Volunteer Facilitators  
Data Summary from Documents  
Matrix Phone Survey Summary and Documents

# **Destination 2040: Choosing Lexington's Future**

## **Acknowledgements**

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## **Participant Groups**

AIA East Kentucky Chapter	Grifftown LLC
Alleycats of Lexington	Henry Clay High School
Alpha Phi Alpha	Historic Western Suburb Neighborhood Assoc.
AMAC	Home Builders Assoc. of Lexington
Art in Motion	Ina Tech LLC
Austin Trip Attendees	Independence Place
Aviation Museum of Kentucky	Intercultural Connections Singing
AXA Advisors	Jerner & Associates, LLC
Aylesford Neighborhood	JP MorganChase
Beaumont YMCA	Junior Achievement of the Bluegrass
Blue Grass Airport	Kelly Flood
Blue Grass Council of the Blind	Kentucky Coalition for Immigrant and Refugee Rights
Blue Grass Council, BSA	Kentucky Community & Technical College
Bluegrass Area Agency on Aging	Kentucky Horse Park Equine Agency Group
Bluegrass Community & Technical College	Kentucky Thoroughbred Assoc.
Bluegrass Tourism Marketing Association	Kentucky Utilities
Bryan Station High School	Kenwick Neighborhood
Business Banking	KY ASAP BD/Bluegrass Prevention BD
Central Baptist	Lafayette Avenue
Central Kentucky Housing and Homeless Initiative	Lafayette High School
Chevy Chase Neighborhood Assoc.	Latitude
Clergy & Laity Network	Leadership Lexington
Columbia Gas / NiSource	Leadership Lexington Youth
Common Grounds	Lex Cool City
Communality	LexArts Network
Community Action Council - Fayette West Office	LexArts Staff
Community Action Council - South Lex. Nbhd. Ctr.	Lexington Arts Network
Community of Christ Church	Lexington Charity Club
Criminal Justice	Lexington Community of Christ Church
Destination 2040 Steering Committee	Lexington Convention & Visitors Bureau
Dogwood Trace Neighborhood Assoc.	Lexington Family Magazine
Dunbar High School	Lexington Urban League Young Professionals
Empowerment Worship Center	Lexington-Fayette Human Rights Commission
Eric Patrick Marr Developments	Lexlinc
Fayette Alliance	Lexmark International
Fayette County Extension Council	Lyric Theatre Task Force
Fayette County Farm Bureau	Martin Luther King Neighborhood
Fayette County Medical Society	Mentelle Neighborhood
Fayette County Schools Cabinet	Neighborhood Partners Group (Lexlinc)
First Federal Bank Management	No. Limestone Neighborhood Assoc.
First Presbyterian Church	North Lexington YMCA
Fowler Measle & Bell	Omicron Delta Kappa
GBL	Oxford House
Greenspace Commission	Preserve Lexington

Preston Osborne  
Public Meeting - Bryan Station High School  
Public Meeting - Henry Clay High School  
Public Meeting - Lafayette High School  
Rotary Club  
Roteract  
Salvation Army  
Senior Interns  
Stites & Harbison  
Stonewall Neighborhood  
Sunday Singing Class  
Tanbark Neighborhood Assoc.  
Tates Creek High School  
Tatesbrook Neighborhood Assoc.  
Temple Adath Israel

Transylvania Park Neighborhood Assoc.  
Transylvania University  
UK Ambassadors  
UK Art Museum  
UK Panhellenic Council  
United Way of the Bluegrass  
Waterford Neighborhood Assoc.  
West End Community Section  
Winchester First  
WKYT-TV  
Wood Hill Neighborhood  
YMCA Center for Achievement, Black Achievers  
YMCA Child Development  
YMCA of Central Ky  
Zio Inc.

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